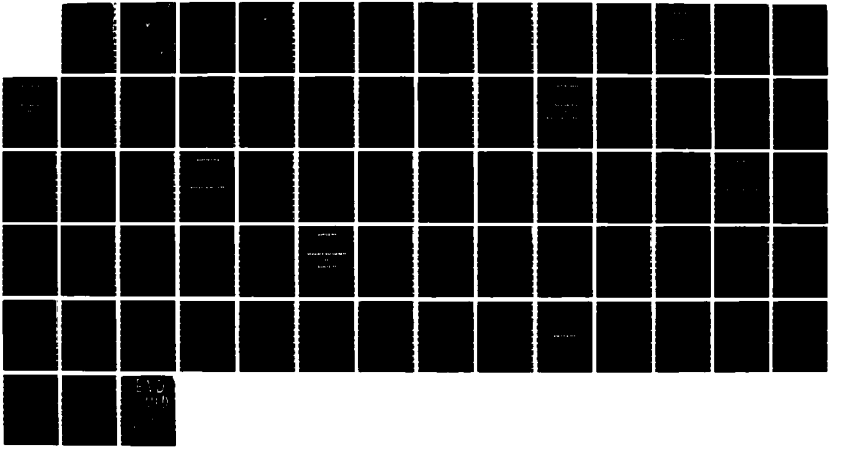
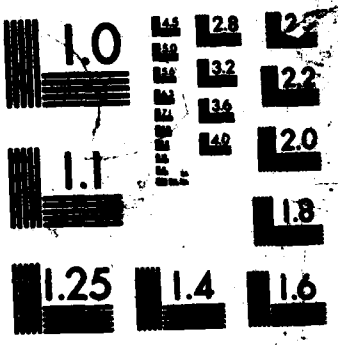
AD-A166 721 SURVIVAL GUIDE FOR CHIEFS OF BASE ADMINISTRATION(U) AIR 1/1
COMMAND AND STAFF COLL MAXWELL AFB AL C A RUMLEY
APR 86 ACSC-86-2185

UNCLASSIFIED F/G 5/9 NL





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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

SURVIVAL GUIDE FOR CHIEFS OF BASE ADMINISTRATION

MAJOR CHARLES A. RUMLEY JR. 86-2185

"insights into tomorrow"

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REPORT NUMBER 86-2185

TITLE SURVIVAL GUIDE FOR CHIEFS OF BASE ADMINISTRATION

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

AIR COMMAND AND STAFF COLLEGE
AIR UNIVERSITY
MAXWELL AFB, AL 36112

UNCLASSIFIED
SECURITY CLASSIFICATION OF THIS PAGE

AD-A166721

REPORT DOCUMENTATION PAGE

1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED	1b. RESTRICTIVE MARKINGS
2a. SECURITY CLASSIFICATION AUTHORITY	3. DISTRIBUTION/AVAILABILITY OF REPORT STATEMENT "A" Approved for public release; Distribution is unlimited.
2b. DECLASSIFICATION/DOWNGRADING SCHEDULE	
4. PERFORMING ORGANIZATION REPORT NUMBER(S) 86-2185	5. MONITORING ORGANIZATION REPORT NUMBER(S)
6a. NAME OF PERFORMING ORGANIZATION ACSC/EDCC 6b. OFFICE SYMBOL (If applicable)	7a. NAME OF MONITORING ORGANIZATION
6c. ADDRESS (City, State and ZIP Code) MAXWELL AFB AL 36112-5542	7b. ADDRESS (City, State and ZIP Code)
8a. NAME OF FUNDING/SPONSORING ORGANIZATION 8b. OFFICE SYMBOL (If applicable)	9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER
8c. ADDRESS (City, State and ZIP Code)	10. SOURCE OF FUNDING NOS. PROGRAM ELEMENT NO. / PROJECT NO. / TASK NO. / WORK UNIT NO.
11. TITLE (Include Security Classification) SURVIVAL GUIDE FOR CHIEFS OF BASE	
12. PERSONAL AUTHOR(S) RUMLEY, CHARLES A. JR, MAJOR, USAF	
13a. TYPE OF REPORT 13b. TIME COVERED FROM ____ TO ____	14. DATE OF REPORT (Yr., Mo., Day) 1986 April 15. PAGE COUNT 72
16. SUPPLEMENTARY NOTATION ITEM 11: ADMINISTRATION	
17. COSATI CODES FIELD / GROUP / SUB GR.	18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)

19. ABSTRACT (Continue on reverse if necessary and identify by block number)

This guide was developed for those newly assigned Chiefs of Base Administration who have had limited exposure to the multi-elements of base administration, and limited experience leading 15 to 30 subordinates. The guide introduces the elements of base administration, and provides the practical knowledge to get started and survive on the job. It covers preparation and evaluation, administrative communications, keys to success, civilian personnel management, and resource management at the base level.

20. DISTRIBUTION/AVAILABILITY OF ABSTRACT UNCLASSIFIED/UNLIMITED ☐ SAME AS RPT ☒ DTIC USERS ☐	21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED
22a. NAME OF RESPONSIBLE INDIVIDUAL ACSC/EDCC Maxwell AFB AL 36112-5542	22b. TELEPHONE NUMBER (Include Area Code) (205) 293-2483 22c. OFFICE SYMBOL

DD FORM 1473, 83 APR EDITION OF 1 JAN 73 IS OBSOLETE

PREFACE

This guide was developed for those newly assigned Chiefs of Base Administration (Base DAs) who have had limited exposure to the multi-elements of base administration, and limited experience leading 15 to 30 subordinates. The guide introduces the elements of base administration, and provides the practical knowledge to get started and survive on the job. However, the contents of this guide are not all inclusive. In fact, no guide can cover every situation you may encounter. It does provide sound, common sense approaches to many aspects of the job. These approaches have been used in the past by the author, and others, who were successful Chiefs of Base Administration. Hopefully, you will use this information as a transitional aid until you can receive formal training and first-hand experience.

I would like to acknowledge two people for their help in preparing this guide. First, my advisor, Major Larry A. Turner. Larry, a former successful Base DA and IG evaluator of more than 40 base and unit administrative operations in USAFE, provided invaluable insight and direction to my project. Second, I would like to thank my wife, Elaine, for her superb typing of this guide from draft to final. I also appreciate the patience and support she gave me over the many months of guide preparation. Without support from her and the rest of my family, the project would not have been done.

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By
Distribution/
Availability Codes
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ABOUT THE AUTHOR

Major Charles A. Rumley Jr., enlisted in the U.S. Air Force in August 1957 and served in the enlisted grades until graduation from Officers Training School in October 1973. After graduation he reported to Maxwell AFB as the Chief, Central Base Administration, with additional duty as Executive Officer to the 3800 ABW Commander. In August 1977, he was assigned to the U.S. Air Force Academy as Commander of the Headquarters Squadron. In July 1981, he transferred to Ramstein AB, Germany, with an initial assignment as Commander, 86 CSG Headquarters Squadron. From February to May 1982, he filled in as Executive Officer to the Hq USAFE Chief of Staff. In May 1982, he was assigned as Chief, Reprographics Division, Hq USAFE Directorate of Administration. In November 1983, this position became dual-hatted and he assumed an additional responsibility as Commander, 7103d Field Printing Squadron. In August 1984, he was reassigned to Sheppard AFB with duty as Commander, 3761 Student Squadron. In December 1984, he was selected to Command the 3750 Services Squadron at Sheppard AFB. In July 1985, Major Rumley returned to Maxwell AFB to attend Air Command and Staff College (ACSC). Major Rumley has a Bachelor of Science degree in Business Administration and Management from Kansas Newman College, and a Master of Science degree in Personnel Counseling and Guidance from Troy State University. He is a 1976 resident graduate of Squadron Officers School (SOS), and completed ACSC by seminar in 1982. He is also a graduate of the 82nd Airborne Division Basic Jump School and Jump Masters School. He holds a Master Parachutist rating.

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CHAPTER ONE

THE CHALLENGE

Chapter One

THE CHALLENGE

INTRODUCTION

Congratulations on being selected to fill one of the most exciting and challenging jobs that an Administrative Officer could have. As the Chief of Base Administration (Base DA) you'll be the base's resident expert on all administrative matters. That means you will be a key member of the base commander's staff, and every activity on base will look to you for guidance. Don't let the responsibility intimidate you. It will be a tough and challenging job; however, you will find a great sense of satisfaction in what you do. You're probably asking yourself, "That sounds great, but how do I prepare for this job?" Well, there is a course for new Chiefs of Base Administration taught at Keesler AFB, Mississippi. Unfortunately, not everyone gets an opportunity to attend that course before assuming their new duties. That's why this guide was developed.

GUIDE OBJECTIVE

This guide is designed to give you the practical knowledge you'll need to get started and survive as a Base DA. It is not intended to be a substitute for the course at Keesler AFB. In fact, you should attend that course at the earliest opportunity. This guide does, however, provide basic principles and guidelines based upon the personal experiences of others who have been there before you. There is nothing like first-hand experience, and this guide has capitalized on that to make the transition to your new job easier. Now that you are aware of the guide's objective and purpose, let's discuss what you'll find on the pages that follow.

A WALK THROUGH THE GUIDE

Briefly, here's a synopsis of what to expect in the chapters that follow.

- Chapter Two helps prepare you for the new job by providing advance preparation ideas. It also talks about how to get

acquainted with your people and organization.

- Chapter Three discusses the five basic elements of base administration.

- Chapter Four provides hints on how to have a successful Base DA program.

- Chapter Five talks about civilian personnel management.

- Chapter Six discusses budgeting and the resource management process at base level.

- Chapter Seven condenses information from the previous chapters into a quick reference checklist.

SUMMARY

Now that you are aware of the guide's objective and content, it's time to begin preparation for your new job. Remember, the information in this guide will not provide all the answers. However, it will give you a solid foundation to build upon as you face the many challenges of a Chief of Base Administration.

CHAPTER TWO

PREPARATION AND EVALUATION

Chapter Two

PREPARATION AND EVALUATION

ADVANCE PREPARATION

Preparation begins immediately after assignment notification. This involves two key actions. First, to learn as much as possible about the mission of your new base, and the strong and weak points of the organization you will lead. Second, to become as knowledgeable as possible about the functions and responsibilities of a Chief of Base Administration. Here are some ways to accomplish both those objectives.

Call Your New Boss

Get your boss's perceptions of the Base DA operation and base. Some suggested items for discussion are (1) the base mission, (2) unique command/base programs, policies, or practices, (3) special tenant unit and geographically separated unit requirements, (4) problem areas within base administration, (5) the Base DA's reputation as a support organization, (6) what you should be prepared to tackle first, (7) prospects for attending the formal Chief of Base Administration course, and (8) your arrival date. Be enthusiastic and glean as much insight as you can about your new environment.

Call The Incumbent Base DA

Some specific items for discussion with the incumbent DA are (1) his/her perceptions about the Base DA function, (2) current and potential problem areas, particularly personnel manning, (3) insights on key DA personnel, and (4) the incumbent's departure date, and overlap possibilities. In addition, ask the incumbent DA to forward you (1) the latest unit history, IG, and staff assistance reports, (2) a roster of key base personnel, and (3) a roster of Base DA personnel. Your emphasis during this conversation should be to insure a smooth transition, and to glean as much information as possible about your new job and the people who will work for you.

Call Higher Headquarters

Call the next higher headquarters Director of Administration. Introduce yourself and get the higher headquarters perspective of your new job. This often provides insight into problems that your

new organization is experiencing, as well as possible solutions to those problems. Also, plan a staff orientation visit to their headquarters. A strong working relationship with the next higher headquarters DA staff can be a key to your success at base level. It doesn't hurt to begin that relationship before you arrive. It lets them know you care.

Visit The Local Base DA

Talk to the Base DA where you are now assigned and get his/her perspective of the job. This visit should also include a tour of the local DA branches, and discussions with the branch chiefs. These individuals may have some good suggestions which can get you started on the right track. Also, obtain copies of their checklists, procedural guides, training materials, and operating instructions. It's important to find out what works at other bases and adopt those procedures at yours. It doesn't need to be original--just to work. Your boss won't care if you borrowed the idea from another successful Base DA. You'll get the credit for the success at your base.

Review The Regulations

Begin to familiarize yourself with the many directives which cover the Base DA function. Some suggested readings are:

- AFR 4-1, Functions and Responsibilities of Administration
- AFR 4-2, Word Processing Management Program
- AFR 5-1, Air Force Publications Management Program
- AFR 5-8, Preparing Air Force Publications
- AFR 5-31, Publications Libraries and Sets
- AFR 6-1, Policies, Procedures, and Standards for Production and Procurement of Air Force Printing, Duplicating, Copying, and Microforms
- AFR 7-1, Receiving, Distributing, Requisitioning, and Warehousing Publications and Forms
- AFR 9-1, The Air Force Forms Management Program
- AFR 10-1, Preparing Written Communications
- AFR 10-7, Administrative Orders
- AFR 11-24, Base and Unit Personnel Locators and Postal Directories

- AFR 12-1, Air Force Documentation Management Program
- AFR 12-20, Management of Documentation
- AFR 12-30, Air Force Freedom of Information Act Program
- AFR 12-35, Air Force Privacy Act Program
- AFR 12-40, Micrographics Management
- AFR 12-41, Engineering Data Service Center (EDSC)
- AFR 12-50, Disposition of Air Force Documentation
- AFR 13-1, Management of the Air Force Writing Program
- AFR 182-2, Postal, Small Parcel, and Distribution Management

Advance preparation is extremely important. It establishes you on the right track by giving you a clear picture of the base, the Base DA organization, and its people. Once you arrive at your new base, the initial getting acquainted process is also important.

GETTING ACQUAINTED

A difficult effort in any new job is getting acquainted. There's always some degree of apprehension involved in this process. However, it doesn't have to be a traumatic experience. You made the process easier by advance preparation. That preparation has given you knowledge about your new boss, the base, the job, and the people who work for you. These facts will make your transition easier. Here are some other suggestions.

Meet Your Boss

It's important to have an early meeting with your new boss. Find out what he/she feels are the immediate problems, and what you should tackle first. Also discuss your role on the staff, as well as any additional duties you may be assigned.

Tour The Base DA Facilities

This initial tour of your DA facilities should be done with the incumbent DA if there is an overlap, or with the senior noncommissioned officer in your organization if the incumbent DA has already departed. Two things are important as you make this tour. First, recognize as many individuals as possible by name, and make some knowledgeable comments to them about their job. You

should already know this information from your advance preparation. Second, look critically at the layout and condition of the facilities. A primary goal should be to insure that your people have the best possible facilities and working conditions.

Meet With Your Personnel

Meet with all your DA personnel within a few days after arrival. It's important to quickly let the people know what's expected of them. Some suggested topics for this meeting are (1) integrity, (2) discrimination, (3) teamwork, (4) punctuality, (5) dress and appearance, (6) feedback, and (7) open door policy. It's also important that this meeting not be one-sided. Encourage your people to talk and ask questions.

Communicate Your Expectations

The people also have a right to know what they can expect from you. Several things are important in this regard. First, you must set the example. You cannot expect your people to maintain the proper image of dress and appearance if you don't maintain the same image. If you expect your people to get to work on time, and work late if the job demands it, then you must do the same thing. There is nothing more frustrating to your staff than to see you exit the office early or at quitting time, while they remain behind to finish an important tasking. It's your duty to stay and let your people know that you are interested in what they are doing. Second, the people need to know that you will support them. If the workers perceive your support, you'll have theirs. Third, keep your people informed. Have regular staff meetings and insure the word gets down to everyone. Fourth, tell the people when they are doing a good job. They always get told when their work is not up to par, so, congratulate them when it is. People like to know the boss cares. It's amazing what a little sincere praise will do for morale.

Tour The Base

Shortly after you arrive, conduct a tour of the base and meet the key people. Some of the people you should meet are (1) Chief, Consolidated Base Personnel Office (CBPO), (2) Chief, Consolidated Civilian Personnel Office (CCPO), (3) Comptroller, (4) Budget Officer, (5) Accounting and Finance Officer, (6) Morale, Welfare and Recreation (MWR) Officer, (7) Chief of Services, and (8) the Manpower Detachment Commander. You will have a lot of interaction with these individuals.

It's important that you quickly get acquainted with the key people. However, it's even more important that you quickly get to know your organization. You will need that understanding before you can judge how well the DA mission is being performed, and what changes, if any, are needed.

KNOW YOUR ORGANIZATION

There are several questions that need to be answered as you begin to evaluate your organization. The most important is whether or not you are providing the best possible service to base customers. Remember, the Base DA is first and foremost a "service" organization. The services you provide are vital to the successful operation of the base. Therefore, anything less than optimum support must be considered unacceptable. With that premise, here are some other questions which need to be answered about your organization:

- Do branch operating procedures make it easy for customers to do business?

- Is turn-around-time fast enough at the Base Duplicating Center and Publishing Distribution Office (PDO)?

- Do you provide reasonable service hours for customers? Are you open at times when it's most convenient for customers?

- Do your people hide behind regulations and operating instructions, rather than looking for better ways to do the job?

- Is your training program adequate, both internally for your people, and externally for your customers?

- Are your people motivated? Is morale and esprit-de-corps high?

- Do you provide adequate support to tenant and geographically separated units?

- Are your facilities adequate to accomplish the mission? Is the furniture, counters, and other equipment arranged to maximize job accomplishment?

- What are the images and attitudes projected by your key staff?

Now that you have some basic questions in mind, lets look at some of the things you can do to find the answers.

Know Your Key Staff

You should quickly get to know your key staff. Determine how each one approaches job accomplishment. For example, do they project positive or negative thoughts? Do you often hear the words "can't" or "we've always done it this way"? If you do, then one of your first tasks will be to develop a positive "can-do" attitude. The key staff must understand the "we've always done it this way before" approach is not acceptable. Some

of the old ways may still be good, but your staff should always be looking for more efficient ways to do the job. That's more important today than ever before because of the continual reductions in manpower and other resources. You must constantly look for ways to maximize both. That can only be done with strong, positive leadership and supervision. Therefore, your key people must be motivated to seek excellence, not the average. Once they are motivated, it will reflect in the people that work for them, and in the quality of work within their branches.

Look At Job Accomplishment

You have already visited your branches on an informal "get-acquainted" basis. It's now time to take a more in-depth look and see how they are doing the job. Set up a visit schedule with the branch chiefs. Tell the branch chiefs that during the visit they should be prepared to discuss major achievements, problem areas, special projects, interaction with other DA branches and base organizations, and recommendations for change. Make sure they understand that you expect candid, open remarks. You should also make a special effort during these visits to talk with your civilian employees. The civilians are a valuable source of information, both in regard to what's happening now, and what's occurred in the past. They are the continuity of your organization. Their perceptions and recommendations are valuable, and should be sought out.

Visit Branches Often

You will not find all the answers to your questions on your first formal visit to the branches. You should return often, and spend time observing the work in progress. Ask a lot of "why" questions. You may find if they don't know why something is being done, it's a clue that the work is not needed, or should be changed.

Review Written Procedures

Review all branch operating instructions and other written procedures, to include the base supplements and regulations that affect Base DA operations. Discuss these publications with the branch chiefs and insure the publications are up-to-date and still needed. Also, make sure the procedures outlined in the instructions are being followed.

Ride The Mobile Distribution Vehicle

Another way to find out what's happening in your organization is to occasionally ride the base mobile distribution vehicle. Don't be afraid to get your hands dirty, pitch-in and help. You will be amazed at the open, frank conversation you can create. Many of these young airmen have good ideas but their

ideas often never filter far enough up the chain to be heard. The people in the trenches know what works best, and you should listen to what they have to say.

Review Base DA Training Courses

The Base DA is responsible for teaching several base level courses, particularly in the documentation and publishing areas. These courses have a direct bearing on job accomplishment in other activities, as well as how customers interact with your organization. Therefore, these courses must be professionally taught, not just square-fillers. You should attend each course and find out if objectives are being met. This not only includes course content, but visual aids as well. Poorly prepared visual aids detract from the message you're trying to portray, and reflect negatively on your organization. Professionalism and excellence should be the cornerstones of everything you do.

Review the Self-Inspection Program

A good organization will have an effective self-inspection program. Not just a semi-annual or annual paperwork square-filler, but a viable effort. As the Base DA, you must review this program. Part of your review should include looking at the latest IG and staff assistance visit reports to determine if all discrepancies marked "closed" have in fact been corrected. Get the branch chiefs to show you the corrective action. Unfortunately, items are often marked "closed" before all corrective actions are completed.

Solicit Feedback

Another yardstick to measure the effectiveness of your organization, is feedback. Talk with office chiefs, commanders, first sergeants, and unit/staff administrative personnel. Seek positive as well as negative comments. Be quick to correct bonified problems that surface, and be just as quick to let your people know when their hard work is appreciated. However, insure you have a good understanding of the problem before you take the corrective action. The ramifications of making a wrong change can be worse than the problem it's designed to fix.

MAKING A CHANGE

Change can be a traumatic experience for subordinates if not handled correctly. Therefore, changes should not be arbitrary. New ideas will have a better chance of acceptance if the people have a part in their development. Involve your people in the decisions for change. Everyone likes to feel they are a part of

what's happening. When they do, the transition from the old to the new will be smoother, and the change will have a much greater chance for success.

SUMMARY

This chapter has pointed out the importance of advance job preparation, and the need to quickly get to know your people and organization. The time needed to properly evaluate how your organization is functioning will vary with its size and your past experience. However, a key point to remember is that before you start initiating change, insure you understand the organization and its problems. The next chapter will continue to give you that understanding by discussing the key elements of a Base DA operation.

CHAPTER THREE

THE ELEMENTS

OF

BASE ADMINISTRATION

Chapter Three

THE ELEMENTS OF BASE ADMINISTRATION

INTRODUCTION

The elements of base administration are administrative communications, publishing, reprographics, documentation, and administrative systems. As the Chief of Base Administration, you will need to have an in-depth knowledge of each of these elements. That knowledge comes through studying the regulations, attending formal training courses, and job experience. However, the most important method for learning is studying the regulations.

Studying the regulations must begin when you are first notified that you will be a Chief of Base Administration, and it must be continuous. The regulations that cover the elements of base administration fill several publication binders. To be the base expert on administration you will need to have enough knowledge about these regulations to quickly find the technical answers. That's important not only when responding to questions from the wing/base commander and other senior staff, but you will need that knowledge to accurately gauge the quality of your operation. Don't depend on your staff for all the answers, be smart yourself.

The information covered in this chapter is not intended to make you an expert, nor will it duplicate the myriad of regulations which cover base administration. It will, however, introduce you to each element of base administration, and to the regulations which cover those elements. It will be up to you to study the regulations and become the administrative expert your job demands.

ADMINISTRATIVE COMMUNICATIONS

The Administrative Communications Branch, which is commonly known by its office symbol DAA, is responsible for some of the most important and visible support functions on the installation.

Official Mail Management (AFR 182-2)

An important responsibility of a Base DA is to promote

efficient and economical mail practices. The key to that effort is making everyone on the installation aware of the cost of processing official mail. This requires a continuous education and training effort. Every possible means must be used in this effort, e.g., training classes for administrative personnel, speaking at staff meetings and commander's calls, base bulletins, and the base newspaper. Also, insure the senior commanders and staff are fully behind your efforts. They need to understand that every dollar saved in postage cost is a dollar available for more pressing operational needs.

Base Information Transfer System (BITS) (AFR 182-2)

All official mail is processed through this system. The heart of this system is the Base Information Transfer Center (BITC). This center uses a combination of electronic equipment and manual functions to process official mail. Mobile Distribution Vehicles (MDVs) move the mail between the BITC and action offices on the base. This is done according to a published schedule, and when accomplished correctly insures a fast and efficient flow of communications throughout the base. Other functions of the center include: monitoring all mail classes; metering and affixing postage; processing accountable mail; consolidating mail for pouch shipment; central point for receipt and dispatch of containers through the Armed Forces Courier System; liaison with the Military Postal Service Agency, the U.S. Postal Service and private delivery agencies such as the United Parcel Service; and in Europe, managing a United States subregistry which controls NATO classified documents.

Administrative Orders (AFR 10-7)

The Base DA is responsible for insuring all administrative orders are properly published, authenticated, reproduced, distributed, maintained, retired, or destroyed. The Administrative Orders Section carries out that responsibility. Their biggest emphasis is on processing TDY orders. Because of limited funds, TDYs must be rigidly controlled. Although the wing/base commander sets TDY policy, the Administrative Orders Section is responsible for monitoring and insuring the policy is followed.

Base Personnel Locator (AFR 11-24)

This service is provided at each installation as an aid to locating assigned military personnel. The primary source for this information is the Personnel Data System (PDS). This is an automated military records system maintained by the base Consolidated Base Personnel Office (CBPO). The Base DA is responsible for the personnel locator service, but must work closely with the Chief, CBPO to insure that all data is correct. A significant problem

with the personnel locator is maintaining up-to-date information. This requires educating all base personnel to update their locator data whenever it changes. The locator data can be maintained by either a manual or automated system. The use of microfiche has greatly enhanced the accomplishment of this function at many installations. The locator data is also covered by the Privacy Act and strict rules must be followed to prevent the release of information to unauthorized personnel.

Postal Service Center (PSC) and Unit Mail Room Operations (AFR 182-2, chapter 6 and Vol II, DOD 4525.6M, DOD Postal Manual)

The Base DA is responsible for processing personal mail and providing lock box service for those military personnel who live in dormitories. In addition, the PSC provides general delivery mail service for transient and newcomer personnel. In some cases, mail may be processed through unit mail rooms. When this occurs, it's still controlled and monitored by PSC personnel. The PSC and CBPO must establish joint procedures to insure all personnel arriving/departing the installation process through the PSC. The PSC is a vital base support function and has a direct impact on morale. Therefore, the Base DA must closely monitor the PSC operation and provide the best possible service to customers. A particular area of concern is the hours of operation. The PSC should be operated to maximize customer convenience.

Effective Communication Programs (AFR 13-1)

Effective writers are needed at all levels of command and supervision. The Air Force has an official course designed to help managers and supervisors become better communicators through the written word. The Base DA is responsible for conducting this course, and for insuring the base population is aware that the course is available. In addition to the basic effective writing course, two other courses are available to enhance written communications. The Air Force Executive Dictation Course and the Air Force Academy's Executive Writing Course. Both these courses must be taught by specially trained instructors. In the case of the Academy's course, TDY funds would be needed to bring two instructors from the Academy to your installation. Another excellent aid to Air Force writing is AFP 13-2, The Tongue and Quill.

Preparing Written Communications (AFR 10-1 and AFP 13-2)

As the Base DA, you're responsible for insuring all correspondence is prepared in accordance with established formats. Use every means available, to include correspondence preparation seminars, to enhance this process. Other regulations that affect correspondence preparation are AFR 10-4, Air Force Address Directory and AFR 10-6, Air Force Standard Functional Address System. These regulations provide correct mailing addresses and functional address symbols. Electrically transmitted messages are prepared in accordance with the requirements outlined in AFR 100-20,

Management of Electrical Record Messages and Minimize.

PUBLISHING

Every form or publication on your installation, whether it's local, higher headquarters or Air Force level, is processed or controlled in some way by the Publishing Branch (office symbol DAP). In fact, no activity on the installation could function without the support provided by this branch.

Publications Management (AFR 5-1 and AFR 5-8)

This function is responsible for providing guidance on the development, coordination, and reproduction of all local directives to include base supplements to higher headquarters publications and base regulations. The rigid guidance and format outlined in AFR's 5-1 and 5-8 must be closely followed to insure that locally developed publications meet the Air Force standardized format.

Publishing Distribution Office (PDO) (AFR 7-1)

The PDO is probably the most well known Base DA function. Each base activity has an account with the PDO through which they order and receive publications and forms. The customer account representative (CAR) is the only individual authorized to do business with the PDO. The CARs consolidate their requirements and submit them to the PDO. The PDO fills the requirements, either on a one-time or recurring basis, and returns them to the CAR for internal distribution. Most PDOs maintain stocks of publications and forms. The principal source of the PDO stock is the Air Force Publishing Distribution Center. The key to an effective PDO program is well trained CARs. The PDO is responsible for conducting this training.

Forms Management (AFR 9-1)

The Forms Management Office is responsible for the development and reproduction of all local forms. A significant part of that responsibility is to insure that no new form is developed if an already existing form can be used. This office works closely with the PDO in that effort.

Master Publications Library (AFR 5-31)

Every major installation must maintain a library. This library contains copies of publications issued by higher headquarters. Some publications are maintained by the functional offices of primary responsibility (OPR) on the base rather than in the library. Publications in the library, as well as those maintained

by functional OPRs, can be checked out for viewing by the general public.

REPROGRAPHICS

The Reprographics Branch (office symbol DAR) is vital to the installation. Through this branch the Base DA provides copying, duplicating, field printing, and micrographic support to all base activities. The cost of this support is usually the significant portion of a Base DA budget. Therefore, the Base DAs who do not closely monitor and understand their reprographics operation often find themselves financially overextended, and unable to provide first class service to their customers. Here are the four main functions in reprographics.

Copying (AFR 6-1)

Of all reprographics methods, copying is inherently the most expensive form of reproduction. Therefore, management of the copying program requires close scrutiny by everyone involved. The Base DA is the focal point for all copying requests. The DA decides which offices should have a copier, selects the copiers which best meet support needs, budgets for the equipment, and then establishes limits on the number of copies that may be produced from any one original. These limits are based on an economical analysis which determines the break-even point where it's more economical to do the work at the base duplicating center than using a copy machine.

Duplicating (AFR 6-1)

If more copies than the limit set for the copier are needed, then the base duplicating center is the place to go. Normally, the duplicating center can return completed copies within 1-2 days and can collate and staple multiple page products.

Field Printing (AFR 6-1)

Jobs which exceed 5,000 copies for a single page or 25,000 copies in the aggregate, qualify as field printing and must be accomplished at a printing plant rather than the base duplicating center. Most Air Force installations do not have a printing plant, so jobs in this category must be forwarded to such a plant in accordance with higher headquarter's guidance.

Micrographics (AFR 6-1)

The micrographics program involves the conversion of paper products to microfiche or roll-film. It also involves the conversion of data directly from computer tapes to microfiche. Many

Air Force installations do not have a Micrographics Center; however, this service can be obtained by following higher headquarter's guidance.

DOCUMENTATION

The Documentation Branch (office symbol DAD) is responsible for insuring that only essential documentation is retained, and nonessential documentation is eliminated. The Base Documentation Manager works closely with each Functional Area Documentation Manager to insure this is accomplished. This effort involves proper maintenance of office files, and insuring that records are either retained, retired, or destroyed at the end of each fiscal or calendar year. The regulations that cover these procedures are, AFRs 12-1, 12-20, and 12-50. Here are the functions of this branch.

Microform Systems Management (AFRs 12-1 and 12-40)

This involves evaluating, coordinating, and approving record systems for miniaturization by placing them on microfiche or rollfilm. Personnel in DAD must also be aware of advancements in technology which will enhance the miniaturization, storage, and retrieval of documentation. The goal is to provide compact documentation storage, and quick retrieval. The DAD and micrographics (DAR) personnel work together on this endeavor.

Records Staging Area (AFRs 12-20 and 12-50)

This is a central base facility where documentation is maintained over an extended period of time. Offices of record forward records to this facility at end of year close out periods.

Privacy Act (AFR 12-35)

Systems of records which contain personal information about Air Force members must be protected under this program. The basic premise of the program is that no secret files be maintained, and that no unwarranted invasion of an individual's privacy occurs. The aim is also for consistency in information release. The DAD personnel provide guidance to the base and manage the program by processing Privacy Act requests for access to documentation, and monitoring the use and application of Privacy Act Statements.

Freedom of Information Act (FOIA) (AFR 12-30)

According to AFR 12-30, the Air Force discloses its records to the public, unless those records are exempt from public disclosure under FOIA. Even if records are exempt under the FOIA they may be made available to the public when it's determined that no governmental interest is jeopardized by their release. Requests for documentation under the FOIA are processed by DAD personnel

under rigid time constraints and formats. It's important that close coordination be made with the Staff Judge Advocate (JA) to insure timely determination and processing of FOIA requests.

Engineering Data Service Centers (EDSC) (AFR 12-41)

Engineering data, according to AFR 12-41, consists of engineering drawings (paper or microform) of aircraft, missiles, buildings, equipment, and all subcomponents associated with weapon systems. These drawings are usually purchased from a contractor in 35mm aperture card microform. The DAD personnel are responsible for ordering, distributing, and maintaining this material through EDSCs. Most of this data is distributed to maintenance and civil engineering activities.

ADMINISTRATIVE SYSTEMS

The Administrative Systems Management Office (office symbol DAY) is the central point for approving the use of word processing equipment. Approval is not granted until a study is completed justifying a need for the equipment. Administrative systems, however, does not just mean word processing. This is the most innovative and dynamic area of base administration. It is involved in a continual search for new technologies which will enhance office efficiencies. This search is a team effort at MAJCOM and Air Force levels between the Director of Administration (DA) and Information Systems (SI). Their goals are to provide a sensible modernization approach to office automation, and to prevent duplication of effort in the acquisition of equipment. The basic regulation which governs administrative systems is AFR 4-2, Word Processing Management Program. However, other publications are currently being developed which will better delineate responsibilities between the DA and SI communities.

SUMMARY

This chapter pointed out, through a brief discussion of the elements of administration, the breadth of your job as the Chief of Base Administration. To do that job successfully, you must have an in-depth understanding of these five elements. Remember, you are a vital member of the base commander's staff, and the support you and your organization provides is key to the success or failure of the base mission. Don't settle for anything less than the best from yourself or your organization. The next chapter will provide additional hints on how to have an outstanding operation.

CHAPTER FOUR

HINTS FOR SUCCESS

Chapter Four

HINTS FOR SUCCESS

INTRODUCTION

The preceding chapters concentrated on getting acquainted with the people and functions of your organization. This chapter talks about some important practices and actions, which if followed, will enhance the accomplishment of your DA mission. These hints for success are not aligned in any order of priority. They are all considered essential ingredients for a successful program.

SELF-INSPECTION

It's a known fact that Base DA organizations who have outstanding self-inspection programs get the outstanding and excellent ratings during IG management effectiveness inspections. Those who have poor programs get marginal and unsatisfactory ratings. It's also a proven fact that in every case where an organization had a good self-inspection program, the boss was involved. You must exert a strong influence over the program, to include at times, conducting the inspection yourself.

AFR 123-1, The Inspection System, requires that self-inspections be conducted at least annually. However, they can be conducted as often as deemed necessary. There are several ways that self-inspections can be conducted.

- The unit self-inspection monitor conducts the inspection for each branch.
- Each branch chief conducts their own inspection.
- The branch chiefs switch off and conduct the other's inspection.
- The Base DA conducts the inspection for all branches.
- The Base DA from a nearby base conducts the inspection with his/her branch chiefs.

The above list is not all inclusive. However, it does suggest some of the more common ways inspections are conducted. The key is to insure your inspection is thorough, not just a square filler. You also must insure that you use accurate, up-to-date checklists to conduct the inspection.

Most major commands and intermediate headquarters publish checklists which cover every area of base administration. At the local level you should develop checklists for those unique functions not covered in the higher headquarters lists. The key is to insure each branch's checklists are accurate and current. In addition to checklists, there are other publications which aid in the self-inspection effort.

These additional aids include TIG Briefs, IG management inspection reports from other bases, IG extracts which identify commonly found discrepancies, staff assistance visit (SAV) reports from other units, and IG items of interest letters. These articles should be screened by you or the unit self-inspection monitor. Extracts from these articles should then be sent to appropriate branch chiefs for evaluation to determine if the same discrepancies exist in their areas. You may consider having the branch chiefs respond in writing to each extract. However, the important thing is to insure each discrepancy is checked, and that similar problems do not exist in your organization. A record of all self-inspection actions should be maintained in self-inspection books.

AFR 123-1 requires that each branch maintain a self-inspection book. In addition to the branch books, some Base DAs have found it useful to maintain a master self-inspection book. This master book contains inputs from all branches and is maintained by the unit self-inspection monitor. As a minimum, each branch book should contain the following:

- Checklists which cover their area of responsibility.

- Extracts from the last IG management effectiveness inspection report.

- Copy of the latest SAV branch report.

- A log identifying "open" and "closed" discrepancies. This log should show a realistic "fix" date for all "open" discrepancies, and the "closed" discrepancies should show the date that corrective action was taken.

CUSTOMER SATISFACTION

One of the hardest tasks a Chief of Base Administration has is keeping his/her people motivated to think "customer first."

The Base DA mission is support and that means customers. There is no organization or activity on base that does not interact in some way with the DA branches. How well that interaction occurs directly reflects on your mission accomplishment. Therefore, Base DA personnel must be motivated to help. Insure your people are courteous, and that local regulations and operating procedures do not hinder service. Too often internal procedures are established which make it easy for branch personnel rather than convenient for their customers. Do not let that happen in your organization. You also must be careful not to make unreasonable demands on your people. Find the median which provides both a good work environment and enhances customer support. The key to creating this environment is having the right attitude. If your people know and understand that their mission is support, then good customer service is easy to maintain. Remember, the right attitude starts at the top!

STAFF MEETINGS

An informed staff is vital to the success of your program. Too often you hear employees say they don't know or understand what's going on because the boss never gets the word out. When this happens the morale in an organization is always low. The staff meeting is a good forum not only to get the word "down" to the people, but "up" to you. That's a key point to remember. The staff meeting should not be just a time when you tell the staff, rather it should also be a forum for discussing new ideas and directional planning. The Base DA function must be a team effort or it will not be a success. Therefore, the branch chiefs must be fully informed, and have an integral part in the planing process. Here's some additional ideas on how to conduct a successful staff meeting.

- Have a standard meeting place and a set time for the meeting. Generally, meeting once a week is sufficient. Your meeting should be after the base commander's weekly staff meeting. This will give you the opportunity to pass-on the latest information to your staff. Remember, get your staff together any time the situation dictates.

- Insure the meeting place is neat and properly arranged. If possible, have the meeting in a room with a table and comfortable chairs. The meeting can also be conducted in your office if it's large enough.

- Always start on time.

- Do not waste time. Stick to the point and insure the conversation is meaningful. Try to limit the meeting to one hour or less.

- Encourage active participation by every branch chief.

You may want to establish specific agenda items for each branch chief to cover. As a minimum, each chief should talk about the status of their branch, to include problems and special projects. The key is involvement and meaningful discussion.

- Recognize individual accomplishments. This is a good time to give kudos.

- Insure suspenses are established on key projects and actions.

- Have your secretary take notes, and insure minutes of the meeting are published and distributed to each branch.

Each branch chief should meet with their people immediately after your staff meeting. It's important that everyone in your organization be informed and involved in the information process. The feedback from these branch meetings, particularly negative concerns, should be passed to you. If there is some confusion you should talk with the workers immediately. In fact, you should meet with all your people at least monthly. This can be done informally or in a more formal setting. The important point is that the interaction occur.

KEEP THE COMMANDER INFORMED

No one likes surprises, particularly your boss. You should always remember that you are responsible for a big part of what happens on the base everyday. When problems occur, the boss needs to know about them. Another important point is never try to hide anything, no matter how bad it makes you or your organization look. Also, don't alibi and try to pass the blame off on someone else. Accept responsibility for what happened, and tell the boss what you are doing to insure it does not happen again. The boss will respect your honesty and integrity, and you will have his/her support.

EXCHANGE IDEAS/LATERAL SUPPORT

Two of the most important aids available to you and your staff are lateral support, and exchange of ideas with other Base DA organizations. This is often overlooked or just simply neglected. If you have a problem, call other Base DAs and find out if they have a similar problem, and if they do, how are they handling it. Also, when one of your branches needs a supply item that is not available at your base, have the branch chief call his/her counterpart at another base and borrow. This lateral support is particularly valuable in the reprographics area. The key is to take advantage of every available aid that will help you do your job better. Talking to counterparts at

other bases can save time and effort. There is no need to re-invent the wheel if it's already turning somewhere else. Borrow the idea and make it work at your base. Your base will benefit, and you'll get credit for the success.

FACILITY CONDITION

Another of your many responsibilities is to insure your people have the best possible facilities and working conditions. There is nothing worse than working in a substandard, shoddy, unkempt building or office. There is always something that can be done about such conditions. Work closely with the civil engineers and find out how to correct the problems. Sometimes it may require a self-help project in the short term. Regardless of what's required, the key is to work the problem. Don't be content to accept the substandard and do nothing. Remember, appearance is important, not only for your people, but for your customers. You can tell the quality of an organization by the appearance of its people and facilities. Insure your organization looks outstanding.

TRAINING

There is no other factor more important to the successful accomplishment of your mission than training your people. Without adequate training your program will suffer, and the morale of your people will be affected. The key to a good training program is positive motivation. That motivation must start with you. Training must be a priority from the top down. Supervisors must understand it's not just another square to fill. It must be an organized effort, and one that gets your close personal attention. There are three important areas of training in a Base DA organization.

The first is formal upgrade training. Increasing an airman's skill level through a combination of career development courses (CDCs), and on-the-job (OJT) training. This requires close coordination between the base OJT office and your OJT supervisors. It also requires supervisors to closely monitor the trainee's progress on their CDC volumes. This is important, not only to insure the volumes are completed on time, but more important, to insure the trainees know the material. This requires reviewing the end of volume questions and test results with the trainees. It also means taking the time to show the trainee how to actually do the work on the job.

A second important training process is rotating the airmen between different branches. This aids in their formal upgrade training and is good for morale. Some of the Base DA functions are labor intensive, particularly the base distribution area.

No one likes to spend their entire time working on the base mobile distribution vehicle sorting official mail. Therefore, rotating people is very important, not only for their morale, but for the overall success of your mission. This rotation should be on a planned basis, and the airmen should be told how it works when they first arrive. It's also important to adhere to the rotation plan as much as possible.

The third area of Base DA training involves your customers. Several of your branches are required to conduct orientation and training classes. Select only your best people to conduct this training. Also, insure the training material is informative, and visual aids are professional. This will require a lot of hard work, and close supervision by you. However, the rewards will be worth the extra time and effort.

PUBLICITY

This is an often neglected area in base administration. More effort is needed to publicize the Base DA success stories. Let the people on base know about base administration. Not only inform them about what you do, but what you can do for them. There are many ways to do this, e.g., base bulletin, base newspaper, informational letters, staff meetings, and commander's calls. Be innovative, sell your organization and your people. Take advantage of every opportunity to talk about base administration and its importance to the mission of your base. The effort will not only enhance base administration's image, but your people will have more pride in themselves and in what they do.

RECOGNITION PROGRAMS

It's essential that you establish programs which recognize the people in your organization who have excelled, both military and civilian. AFR 900-35, Annual Outstanding Air Force Administration Award Program, outlines the official Air Force recognition programs for all administrators. In addition to those programs, you should establish an internal program which recognizes your outstanding performers on at least a quarterly basis. Develop an operating instruction which details the program so that everyone understands the guidelines for participation. Other suggestions for this program include a central bulletin board where the awardee's photograph can be displayed, recognition for the key achievers at the base commander's staff meeting, and publicity in the base newspaper. It's also important to recognize those members who depart the organization by presenting them a special certificate of appreciation. Also, don't forget the family members when recognizing your people. The spouses and children enjoy being present at these special events.

There are many ways to recognize your people; however, the important thing is to do it. One final suggestion, find out how other Base DAs recognize their people. You may like their ideas.

BASE "70" LEADER

As the Base DA you have a responsibility to all "70" personnel on the installation. Those administrators who work in the unit/staff offices are depending on you for leadership and guidance. Think of these people as part of your base wide network of administrative support. You should hold workshops with these administrators at least quarterly. The workshops will provide you an opportunity to talk about the latest developments in administration, as well as soliciting support for your Base DA programs. These workshops should also be an opportunity for the people to talk about their problems and concerns. Let them know you care and help where you can. In addition to the workshops, you should visit administrative offices throughout the base on a frequent basis. This will help build the morale and esprit-de-corps of all "70" personnel. Another important morale builder is social events. Have "base administrator get-togethers" on a frequent basis. The spouses also like to take part in these events. One final suggestion, publish a monthly information letter. Such a letter keeps the entire base informed about your programs, and the latest happenings in the fast changing world of administration.

BASE "70" UTILIZATION

The Base DA is the most logical person on base to manage all base "70" resources. This is not a regulatory responsiblity that you have, rather it's one the base commander must grant. The Base DA knows the duties and responsibilities of each "70" position on base, and should be allowed to place newly assigned administrative personnel in positions that best suits their abilities and skills. Just filling a position with the next "70" that arrives is not the way to maximize administrative support. Someone must interview each newly assigned airman/NCO and determine where their skills can best be used. The Base DA is the individual most qualified to make those decisions. Therefore, if you do not have that responsibility, talk to the base commander and get it.

UNIT IDENTITY

Base DA personnel work in five different administrative branches, and those branches are often separated from one another. This poses a challenge for you to instill in your people a sense of belonging to one integrated unit, rather than having a feeling

of fragmentation. Here are several suggested ways to create that unit identification.

- Hold periodic meetings with everyone.
- Develop a unit recognition program.
- Get articles about Base DA happenings in the base newspaper.
- Have frequent social get-togethers. Some should include the spouses.
- Obtain approval for distinctive uniform items, e.g., unit baseball cap, and smocks for reprographics personnel.
- Participate in intramural sports as a unit.
- Set high standards and establish a sense of pride and excellence throughout the organization.

SUMMARY

The actions discussed in this chapter have proven to be helpful leadership and management approaches in the past. However, they are not all inclusive. You must constantly look for ways to enhance the Base DA function. Don't forget to involve your people in this search for excellence. Several of your NCOs and civilians have been in the administrative business for many years, and their experience and suggestions are invaluable. Your civilian workers are a particularly important asset since they generally will have been in their positions longer than the military, and as a result, provide stability and continuity to your organization. The next chapter talks about the civilian personnel management system, and how to interact with your civilian employees.

CHAPTER FIVE

CIVILIAN

PERSONNEL MANAGEMENT

Chapter Five

CIVILIAN PERSONNEL MANAGEMENT

INTRODUCTION

Civilian personnel are an integral part of most base administration functions. In fact, many branch chiefs, particularly in the CONUS, are civilians. Therefore, as the Chief of Base Administration, you need to understand how to supervise and interact with these important team members. To do that effectively you need to know the important rules and regulations which govern civilian personnel actions. This guidance is contained in the 40-series Air Force regulations. In addition, civilian employees are represented by unions at most Air Force installations, and you will need to know the procedures outlined in the local union contract. This contract is very important because procedures in the contract can take precedent over Air Force regulations.

Obviously it's not necessary to know all the guidance contained in the many 40-series regulations. However, you do need to have a close working relationship with the office on base that can give you guidance when you need it, the Consolidated Civilian Personnel Office (CCPO). One of the first stops on your initial tour of the installation should be at the CCPO. Get to know the Civilian Personnel Officer and his/her staff. The help these people can provide is invaluable.

One of the significant aids they do provide is conducting the USAF Civilian Personnel Management Course for Supervisors. This course will give you a solid foundation for management actions related to your civilian employees. Unfortunately, you may not be able to attend this course for several months after you arrive. Therefore, to help you through the transitional period, several key areas of civilian personnel management and relationships are discussed in this chapter.

The information in this chapter is covered in greater detail during the Civilian Personnel Management Course. In fact, what follows was extracted from notes taken at such a course, and from one of the published guides for the course--The USAF Civilian Personnel Management Course Student Manual, prepared by the Air Force Professional Manpower and Personnel Management School, Leadership and Management Development Center, Maxwell AFB, Alabama.

AF FORM 971, SUPERVISOR'S RECORD OF EMPLOYEE

Air Force policy is to maintain records and files at the lowest supervisory level having personal management responsibility. One of the most important records you will maintain as a supervisor is the AF Form 971. This is an all purpose form, which combined with the continuation sheets, makes up a record of the high points and low points of your association with an employee, from orientation to separation.

When an employee moves to another position on the same base, the AF Form 971 is transferred to the gaining supervisor. When the employee leaves the base (other than for military service or a reduction in force), the AF Form 971 is destroyed after 60 days.

Unless otherwise specified in a negotiated union agreement, reprimands must be deleted from the AF Form 971 no later than two years from the date of the reprimand. Oral admonishments recorded on the AF Form 971 must be deleted no later than two years from the effective date of the admonishment. Employees are entitled to see their AF Form 971. The employee should also be given the opportunity to initial any derogatory entry on the form.

LABOR MANAGEMENT RELATIONS

The Congress has said, "Labor organizations and collective bargaining in the civil service are in the public interest." This means that civilian employees have the right to join or not join a union. Further, there is no penalty or reprisal against employees for joining or not joining a union. As a supervisor, you must not do anything to influence an employee's decision one way or the other. To try and influence an employee's decision is an unfair labor practice.

There are categories of employees not covered under the law. Supervisors, for example, are excluded from the bargaining unit. This even means those who supervise only one person. Management officials, those who make or influence policy, are also excluded. Strikers, those who participate in a job walk out, lose their rights. Those personnel who work in the CCPO, other than clerical workers, are also excluded.

The union, who has won an election by the majority of bargaining unit employees who vote, is entitled by law to represent all employees on the installation, except those who are exempt. The union is responsible for representing all eligible employees, even those who do not join the union. Also, the union has the right to have a representative present at any formal discussion between management and unit employees concerning any grievance, or any personnel policy or practices, or other general condition of employment. So before you have a formal discussion on the above

subjects with your employees, the union must be given the opportunity to be represented. For example, let's say you get a group of employees together to tell them about a new personnel practice you plan to initiate. You tell them you've called them together not only to tell them about this new practice, but also to get their reaction. Under the Fair Labor Relations Act (FLRA), you are having a formal discussion concerning a personnel policy. In this case, you have an obligation to make sure the union is notified and given the opportunity to be present.

Notice that the union's right to be present extends to formal discussions on an employee's grievance. Even when employees do not want the union to represent them, the union still has the right to be present in order to state the union's position and to determine the impact of that grievance on other bargaining unit employees. If at any time you have a question about whether you will be holding a formal discussion that entitles the union to be present, be sure and contact your Labor Relations Officer at the CCPO for advice.

SELECTION INTERVIEW

One of the tasks you will have is selecting civilian employees to fill vacancies in your organization. The CCPO will provide you a certificate referring the best qualified candidates for selection consideration. You have two choices regarding the selection process. First, you can make a selection based upon a review of each candidates record. Second, you can personally interview each candidate. In most cases supervisors prefer to interview.

The interview must be conducted so it measures the candidates knowledge, skills, and abilities which apply to the job you are filling. That means developing a standardized list of questions which can be asked of each candidate. These questions must be developed in conjunction with the CCPO. The questions do not need to be complicated. Just the opposite, they should be simple and straight forward. However, there are several important do's and don'ts regarding the questions:

- They must be job related.
- They should concern the experience and/or training of the candidate.
- They should not lead the candidate to an answer.
- They should not be filled with specialized terminology.
- They should not have an obvious response.
- Do not ask questions concerning the candidates age or

past police record. This information is in the individual's official personnel file (OPF) at the CCPO.

- Do not give the candidate an oral test by asking hypothetical case questions.

- Each candidate should be asked the same questions.

- Candidates should be allowed to ask questions.

Each candidates responses should be scored. This score should be based on established objective criteria. The CCPO will assist you in developing that criteria. The CCPO will also help you develop a scoring worksheet to document your ratings.

Once you have made a selection you must complete a certificate, which was provided by the CCPO, and indicate your selection. That certificate is then returned to the CCPO. The CCPO will notify each candidate regarding the selection results.

One final reminder regarding the interview process, it's subject to audit. Therefore, you must properly document the interview. Discuss all aspects of this with your CCPO and insure you understand the process thoroughly before you start interviewing candidates.

DISCIPLINARY ACTIONS

The objective of constructive discipline is to rehabilitate, not solely to punish. Also, in our system of justice, a person is innocent until proven guilty. Therefore, if you decide to take disciplinary action you will have to prove the case. If there is an appeal or a hearing, a third party will make the decision. In this hearing, the employee need not prove his/her innocence. Management has the burden of proving the employee committed the offense as charged, and also that the penalty given to the employee was justified. Some factors to consider when determining the proper penalty are the nature of the offense; the employee's disciplinary record; the employee's contribution to the Federal service; the possibility of misunderstanding or provocation; contributory misconduct on the part of others, or other extenuating circumstances.

AFR 40-750, Discipline and Adverse Actions, gives the guidance for all disciplinary actions. You should be familiar with this regulation. In addition, all contemplated disciplinary actions must be discussed with the CCPO. They are the experts. Taking actions on your own, without their advice and guidance, could prove to be an embarassment to both you and the Air Force.

EMPLOYEE GRIEVANCE AND APPEAL SYSTEMS

A grievance is a personal complaint by an employee that is related to employment and is subject to the control of management. A grievance, in short, is whatever complaint the employee says it is. It could be a perceived dirty assignment, failure to approve the requested vacation time, or failure to promote.

There are two paths in the processing of grievances. One is the negotiated grievance procedure, the route for bargaining unit employees. That is a local procedure which is established in the union contract. The other grievance path is the one pursued under the Air Force grievance procedure outlined in AFR 40-771, Appeal and Grievance Procedures. Under this procedure, an employee must first seek an informal adjustment of the complaint through supervisory channels. The grievant would normally present the grievance to the immediate supervisor, unless that supervisor is involved in the grievance. The supervisor to whom the grievance is presented must provide a decision not later than five workdays after presentation of the grievance.

If the employee receives an unfavorable decision at the informal stage, the employee has the right to submit the grievance formally, in writing, to the CCPO. If the grievance has been properly filed, the CCPO will assign it to an adjustment official, a designee of the commander. If the grievance cannot be adjusted to the satisfaction of the employee, it is then referred for inquiry to an Air Force examiner. This inquiry may be a review of documents, personal interviews, group meetings, a formal hearing, or any combination of the above.

When the inquiry is completed, the Air Force examiner prepares a report of findings and recommendations which is submitted to the deciding official (wing/base commander) for a decision. The commander can take one of three actions:

- Accept the examiner's recommendation and issue the decision.

- Grant the remedy sought by the employee without regard to the examiner's recommendation.

- Submit the case to the Air Force Appellate Review Agency for a decision if he/she does not grant the remedy requested by the employee and does not agree with the recommendation of the examiner.

LEAVE ADMINISTRATION

As a supervisor you have the responsibility for insuring

your employee's duty status is clear at all times. Determining whether a specific type of absence is charged to leave, excused without being charged to leave, or considered as official duty, can be difficult. This is an area that involves value judgements, so don't hesitate to contact your CCPO for guidance. The following general information about civilian leave policy is provided for your information:

- Except for an emergency, annual leave must be requested and approved in advance.

- All annual leave an employee earns during the leave year becomes available for use at the beginning of the leave year. However, before an employee is granted more annual leave than has actually been earned, you must have reasonable assurance that the employee will continue to be in a duty status long enough to earn the leave granted before the end of the leave year.

- Regardless of length of service, employees who work a 40-hour week earn 4 hours of sick leave per pay period or 13 days per year. Unlike annual leave, there is no limit on the amount of sick leave that can be accumulated and carried forward into the new year.

- Sick leave for medical, dental, or optical examinations must be requested in advance. For those appropriate absences not known in advance, the request for sick leave must be requested as soon as possible after the beginning of the absence.

Other forms of civilian leave are leave without pay and court leave. There are also various situations where an employee may be absent from duty without being charged leave. The situations are covered in AFR 40-631, Policies Relating to Specific Types of Absences. Civilian leave administration is an important supervisory responsibility, and it's important that you understand the regulatory requirements and enforce them equitably.

SUMMARY

The information discussed in this chapter is only a small portion of the many and varied areas of civilian personnel management. Other important areas you should be aware of are merit promotion, position classification, position management, affirmative employment, and injury compensation. Do not hesitate to contact the CCPO if you have a question about these areas or any other aspect of civilian personnel management. Insure you ask the questions before you act.

This chapter also pointed out your civilian employees are a valuable resource, and to effectively manage that resource you need to know the rules which govern their employment. The next chapter talks about how to manage all your resources under the base level resource management system.

CHAPTER SIX

RESOURCE MANAGEMENT

AT

BASE LEVEL

Chapter Six

RESOURCE MANAGEMENT AT BASE LEVEL

INTRODUCTION

One of the most important responsibilities you will have as the Chief of Base Administration is managing the resources assigned to your organization. Those resources are the people, equipment, supplies, and contract services needed to accomplish the Base DA mission. All of these resources equate to dollars which must be justified and funded each year. You do not budget for the cost of your people, that's done at a higher level. However, you must budget for all supplies, new equipment, rental programs, and contract services. To obtain funding for these requirements you must compete with all other base organizations for scarce dollars. This is done during the annual budget cycle through the resource management process. To be effective in this competition you need a good understanding of how the resource management process works.

This chapter will help give you that understanding by discussing key aspects of the base level resource management system. They include the base level financial structure, duties and responsibilities of the system actors, the importance of system committees, the base budget process, and finally, three key reports which are used to manage and track your resource program.

BASE LEVEL FINANCIAL STRUCTURE

The first step in understanding the resource management process is to know the base level financial structure. This structure includes the organizations, commanders, division chiefs, supervisors, and managers on your installation. However, under the resource management system they are given special names.

Responsibility Center (RC)

This includes the key base organizations, e.g., squadrons, staff divisions, and the deputy commanders.

Cost Center (CC)

This is the branch level functions in each organization.

Responsibility Center Manager (RCM)

This is the person in charge of the RC, e.g., the squadron commander, the division chief (Base DA), the deputy commander for Operations, etc.

Cost Center Manager (CCM)

The individual in charge of the branch level function in the organization.

Resource Advisor (RA)

The individual designated by the RCM to manage all day-to-day resource management actions in the organization.

Resource Management Team (RMT)

This team is comprised of experts in the resource management process. For example, a typical team would include representatives from base personnel, supply, civil engineers, transportation, maintenance, and the budget office.

The actors in this structure (RCM, CCM, RA, RMT), along with the base comptroller, and budget officer constitute a team that is collectively responsible for developing the base budget, and for properly managing base resources. Lets look now at some of the specific duties and responsibilities of each team member.

ACTOR DUTIES AND RESPONSIBILITIES

Responsibility Center Manager (RCM)

The RCM is responsible for reviewing and consolidating all resource requirements needed by his/her subordinate branches, and then justifying those requirements through the base budget formulation process.

Cost Center Manager (CCM)

The CCM is the person in charge of the basic branch function who uses or manages the resources. The branch chief knows what's needed to get the job done. He/she is responsible for developing the resource requirements and then submitting those requirements to the RCM for consolidation with other branch submissions.

Resource Advisor (RA)

The RA is the individual in each organization who manages the resource management program on a day-to-day basis. Management includes: assisting the branch chiefs in formulating their

requirements; participating as the RCM's representative on key resource management committees; monitoring the expenditure of funds and the use of resources; and acting as the point of contact with the budget office, accounting and finance office, and other RA's on all resource related matters. The RA is an automatic member of the Financial Working Group (FWG) committee.

Resource Management Team (RMT)

The RMT acts as quality assurance evaluators for the wing commander. They are the functional experts who help insure the resource management system functions properly. The RMT is not an inspection team, they are the problem solvers. The team periodically visits RCs to review how resources are being programmed, controlled, and consumed to meet mission requirements. One of their key functions is to look for better ways to do business. Their crossfeed of information to RCs, throughout the base, helps insure the best possible resource managment program. They also provide reports to the Financial Management Board (FMB) and wing commander on the health of the resource program.

Base Comptroller

The comptroller advises the commander and staff on all budgeting and resource management actions. He/she determines whether requirements are valid, if resources are being used effectively, and recommends redistribution of resources for better mission accomplishment. The base activities who help accomplish these actions for the comptroller are the accounting and finance office, the budget office, and the management analysis office.

Budget Officer

The base budget officer supervises development of the budget. He/she is a member of the RMT and chairs the FWG committee. This individual also conducts resource management training on the installation.

COMMITTEES

In addition to the actors, there are two committees which play key roles in the base level resource management process.

Financial Management Board (FMB)

This is the senior financial committee on base, and is chaired by the wing commander. The membership on this board is normally limited to the senior RC managers, e.g., the deputy commanders for maintenance, operations, and resources; the combat support group commander; and the hospital commander. The

FMB makes final determination on the allocation of resources, determines the priority of requirements, and reviews actual performance versus planned accomplishments. It is the final appeal authority on base for the allocation of funds.

Financial Working Group (FWG)

This committee is composed of all Resource Advisors (RAs), and is chaired by the base budget officer. Its responsibility is to advise the FMB on all resource matters. It reviews and validates all organizational budget requirements, and makes recommendations to the FMB on the prioritization and distribution of funds. It is not a decision making body. Only the FMB can make decisions. However, the FWG plays a key role in the funding process by prioritizing and recommending to the FMB the order of funding. Organizations can make presentations to the FWG in an effort to push their programs. In fact, those organizations who articulate their needs before the FWG generally get priority ranking over those who do not.

Now that you know the structure of the resource management system, and the duties, responsibilities and importance of the system's actors and committees, lets see how the process works.

THE BUDGET PROCESS

The process begins when the base budget officer sends the budget "Call" to all organizations. The "Call" will have detailed instructions regarding format and suspense dates. At this point you should meet with your resource managers, which includes your RA and CCs (branch chiefs). Discuss the process, and set guidelines on how to prepare your budget estimate. Here are a few things to remember when preparing your submission:

- Use past history as a baseline for your decisions.

- Determine what new requirements are projected for the coming year. Talk to customers, supervisors, and higher headquarters to gather this information.

- Don't hesitate to ask for help during this period. You want your budget submission to be as accurate and logical as possible. Talk to the base budget officer, the base supply officer, and anyone else who can assist you in the formulation process. Remember, your submission will be competing with other organizational submissions for scarce dollars. The more accurate, logical, and completely justified your submission, the better it will fare in this tough competition.

When the base budget office receives your submission it will be consolidated with all other RC submissions, and forwarded to the FWG. The FWG will review all the submissions and insure

that requirements are properly documented and justified. The FWG will then prioritize requirements and submit its recommendation to the FMB. The FMB will consider the recommendation and make changes as they deem necessary for the good of the entire installation. The FMB has final say on budget submissions. Once the FMB has decided, the base operating budget is formulated and forwarded to MAJCOM headquarters. You should note that during this entire process it has not been the base budget officer or the comptroller that formulates the budget. The installation budget is formulated by the operational managers. The comptroller and his/her staff only give advice, and insure that the process meets all regulatory and policy guidelines.

The budget submission from your installation competes at MAJCOM headquarters with other installation budget submissions, again for scarce dollars. When this process is completed, an Operating Budget Authority Document (OBAD) is forwarded by the MAJCOM to your installation, indicating the amount of funds allocated. The OBAD also gives the wing commander authority to spend those funds. At this point, the base budget officer reviews the OBAD and submits it to the FWG for action. Generally, not all items requested will have been funded. The FWG is responsible for again reviewing organizational submissions and making recommendations to the FMB on how to divide the obligated funds among organizational activities. The FMB makes the final decision on fund allocations, and the accounting and finance office loads the funds against each RC account. Not until this point can an organization begin spending the funds.

During the year, you, as the RCM, will be responsible for insuring your organization stays within its allocated budget. Your funds will be allocated on quarterly targets, and you must stay within those targets. Don't make the mistake of letting the RA and CCMs be the sole monitor of your organization's status. You are responsible for good resource management. Don't take that responsibility lightly. The outstanding organizations seem to always have the resources available to get the job done. Take advantage of every aid at your disposal to be successful in that endeavor. For example, you should work closely with the base budget officer, and know how to read and interpret the resource management reports that are distributed each month.

RESOURCE MANAGEMENT REPORTS

The base level management reports will provide you insight into the status of your resource program. These reports are described in AFP 170-1, Resource Manager's Handbook. By closely monitoring these reports you will know if you are over-spending in a particular category or spending less than projected in another. With this knowledge you can adjust your financial

targets, and insure that you maximize dollars and resources.

There are three key reports produced by the base level computer system. This is a real-time system, which means the computer is updated with each transaction. Therefore, you can get up-to-date data about your program at any time. Lets review each of these reports.

RC Manager Inquiry Report

You get this report on an "as requested" basis. You can select the type of data you want in the report to include the annual budgeted amount, quarterly budget targets, gross/net obligations to date, and the annual/quarterly balance. There are times when you need this information on a short notice. Usually you can get this report within 24-hours.

RC Manager Monthly Report

This is an automatic report that is sent to the RCM monthly. The contents of this report are basically the same as the inquiry report, e.g., annual budgeted amount, quarterly budget targets, gross/net obligations to date, and the annual/quarterly balance. However, the most useful aspect of this report is that it provides you the annual program and fund status for all categories of responsibility, e.g., TDY, supplies, contracts, and equipment. It's your most important report.

RC Manager Cost Center Report

This is an optional report that can be received on an "as requested" basis. The report has the same information as the monthly report except it's broken down by each cost center. This input will allow you to look at each cost center individually versus reviewing your program as a whole. This is often a good management tool to identify and track problem areas within your organization.

There are other resource management reports relating specifically to material management, e.g., supplies and equipment. The specifics regarding these reports can be found in AFR 67-23, Standard Base Supply Customers Guide.

SUMMARY

The information is this chapter will not make you an expert on resource management. However, it does discuss the basic points of the program, and alerts you to those duties and responsibilities you have as the RCM. You should become an expert in this program by reading AFP 170-1, and by taking advantage of the aids provided by your base budget office. Normally this office conducts a base level training course for new RCMs. You

should attend this course as soon as possible after assuming your new duties. One final reminder--insure that you appoint a responsible individual as your Resource Advisor (RA). This is the most critical additional duty in your organization. We've completed our trip through the guide and now it's time to tie it all together. Please turn to the final chapter.

CHAPTER SEVEN

TYING IT ALL TOGETHER

Chapter Seven

TYING IT ALL TOGETHER

INTRODUCTION

This guide has pointed out the challenges you will face as the Chief of Base Administration. It's a tough job and will require a disciplined effort in order to excel. However, it's an exciting challenge, and it will give you a great sense of satisfaction when you see the results of your efforts.

This guide has also given you the practical knowledge to get started on the job. Use this knowledge as a stepping stone, then strengthen your knowledge and abilities by attending the course for new Chiefs of Base Administration at Keesler AFB as soon as possible.

The remainder of this chapter is a condensed version of what has been discussed in the other guide chapters. Use this information as a quick reference checklist. One final reminder about the contents of this guide--it's based on the first-hand knowledge and experience of past "SUCCESSFUL" Chiefs of Base Administration.

CONDENSED GUIDE CONTENT

Advance Job Preparation

- Begin preparing for your new job immediately after notification.
- Talk to your new boss.
- Talk to the incumbent Base DA.
- Talk to the next higher headquarters Director of Administration staff.
- Visit the Base DA where you are now assigned.
- Begin to familarize yourself with the many regulations that cover the Base DA function.

Getting Acquainted

- Have an early meeting with your new boss.
- Make an initial tour of your Base DA facilities.
- Tour the installation and meet the key staff.
- Meet with all your Base DA personnel within a few days after arrival.
- Let your people know what you expect from them.
- Let your people know what they can expect from you.

Know Your Organization

- Basic questions you need to answer:
  - Do branch operating instructions make it easy for customers to do business?
  - Is turn-around time adequate at the base duplicating center and the PDO?
  - Do you provide reasonable service hours to customers?
  - Do your people hide behind regulations and operating instructions rather than looking for better ways to do the job?
  - Is your training program effective?
  - Are your people motivated to excel?
  - Do you provide good support to tenant and geographically separated units?
  - Are your facilities adequate for the mission and people?
  - What kind of image and attitude does your key staff project to their people and to the customers?
- Ways to determine answers to your questions:
  - Quickly get to know your key people.
  - Spend time in your branches talking with the people and observing work procedures.
  - Solicit candid feedback from your people and customers.
  - Occassionally ride the base mobile distribution vehicle and pitch official mail with the airmen.

- Attend and evaluate your Base DA training courses.

- Evaluate your self-inspection program.

- Visit administrative offices throughout the base and solicit comments about Base DA support.

- Solicit feedback from the key base staff.

• Make changes in your organization only after you fully understand the problems.

Elements of Administration

• Know the functions and responsibilities of the Administrative Communications Branch (DAA).

- Official Mail Management. (AFR 182-1)

- Base Information Transfer System. (AFR 182-1)

- Administrative Orders. (AFR 10-7)

- Base Personnel Locator. (AFR 11-24)

- Postal Service Center (PSC) and Unit Mail Rooms. (AFR 182-2 and Vol II, DOD 4525.6-M)

- Effective Communication Programs. (AFR 13-1)

- Preparing Written Communications. (AFR 10-1 and AFP 13-2)

• Know the functions and responsibilities of the Publishing Branch (DAP).

- Publications Management. (AFR 5-1)

- Publications Distribution Office (PDO). (AFR 7-1)

- Forms Management. (AFR 9-1)

- Master Publications Library. (AFR 5-31)

• Know the functions and responsibilities of the Reprographics Branch (DAR).

- Copying. (AFR 6-1)

- Duplicating. (AFR 6-1)

- Field Printing. (AFR 6-1)

- Micrographics. (AFR 6-1)

- Know the functions and responsibilities of the Documentation Management Branch (DAD).

  - Records Management. (AFRs 12-1, 12-20, 12-50)

  - Microform Systems Management. (AFRs 12-1, 12-40)

  - Records Staging Area. (AFRs 12-20, 12-50)

  - Privacy Act. (AFR 12-35)

  - Freedom of Information Act. (AFR 12-30)

  - Engineering Data Service Center (EDSC). (AFR 12-41)

- Know the functions and responsibilities of the Administrative Systems Branch (DAY).

  - Determine word processing usage. (AFR 4-2)

  - Stay abreast of state-of-the-art changes in office system automation. (AFR 4-2)

Hints for Success

- Develop an outstanding self-inspection program.

- Be customer oriented.

- Have frequent staff meetings and insure the word gets down to the people.

- Keep the commander informed.

- Exchange ideas with other Chiefs of Base Administration.

- Obtain lateral supply support from other Base DAs.

- Insure that your people have the best possible facilities and working conditions.

- Train your people effectively--rotating them between the different branches.

- Conduct effective Base DA training courses--use professionally prepared visual aids.

- Publicize administration and your Base DA mission.

- Establish recognition programs for your people, and other administrative personnel on base.

- Be the base "70" leader--providing guidance and direction to all base administrative personnel.

- Get the base commander's approval to manage all base "70" resources.

- Establish a sense of unit identity among the Base DA personnel.

- Have frequent social get-togethers and include the spouses.

Civilian Personnel Management

- Civilians are an integral part of a Base DA operation.

- The Consolidated Civilian Personnel Office (CCPO) provides guidance on all civilian personnel actions.

- One of the most important records you will maintain on a civilian is the AF Form 971, Supervisor's Record of Employment.

  - When an employee moves to a new job on the same base, the form is transferred to the new supervisor.

  - When the employee leaves the base (other than for military service or reduction in force), the form is destroyed after 60 days.

  - Reprimands must be deleted from the form no later than two years after the date of the reprimand.

  - Employees have a right to review their form upon request.

  - The employees should be given the opportunity to initial a derogatory comment on the form.

- The official personnel file (OPF) contains the job history of an employee and is maintained at the CCPO.

- Civilian employees at most bases are represented by a union, and the procedures in a union contract can take precedence over Air Force regulations.

- The local union contract is applicable to all eligible civilian employees, even if they do not belong to the union.

- Unions have the right to be represented at any formal discussion between management and the employee concerning:

  - A formal grievance or any personnel policy or practices.

  - Other general conditions of employment.

- Any discussion that could lead to disciplinary action against the employee.

• Selecting a civilian employee to fill a vacancy can be done by personal interview or by a review of personnel records at the CCPO.

• Selection interviews must be conducted in a manner that will measure the candidate's knowledge, skills, and abilities that apply to the job.

- A standardized list of questions must be developed.

- The CCPO must approve the list of questions.

- Each candidate is scored on a work sheet.

- The interview process is subject to audit.

• The objective of constructive discipline is to rehabilitate, not solely to punish.

- Supervisors must prove guilt before punishment is taken.

- All contemplated disciplinary actions should be discussed with the CCPO.

• A grievance is a personal complaint by an employee that is related to employment and is subject to control by management.

- The employee must first seek an adjustment of the complaint informally through supervisory channels.

- If the informal stage is unsuccessful, the employee can put the grievance in writing and submit it to the CCPO.

- The CCPO will assign the grievance to an adjustment official, designated by the commander.

- If the grievance is not resolved to the employee's satisfaction by the adjustment official, it is referred for inquiry to an Air Force examiner.

- The examiner determines the type of inquiry to be made, e.g., review of documents, personal interviews, group meetings, formal hearing, or a combination of the above.

- The Air Force examiner prepares a report of findings and recommendations which is sent to the commander for a decision.

- If the commander does not accept the examiners recommendation, and does not grant the remedy sought by the employee, the grievance is sent to the Air Force Appellate Review Agency for a decision.

• Annual leave for civilians must be requested and approved in advance, except for emergencies.

- All annual leave an employee earns during the leave year becomes available at the beginning of the year.

- Before advance annual leave is granted, there must be reasonable assurance that the employee will be in duty status the entire year.

• Sick leave for medical, dental, or optical examinations should be requested in advance.

Resource Management at Base Level

• Know the base level financial structure. (AFP 170-1)

- Responsibility Center (RC). Base organizations.

- Cost Center (CC). Branch level functions.

- Responsibility Center Manager (RCM). The person in charge of the RC.

- Cost Center Manager (CCM). The person in charge of the organizational branch.

- Resource Advisor (RA). The person designated by the RCM to manage the organization's resource program.

- Resource Management Team (RMT). Experts from the different resource areas, e.g., personnel, supply, civil engineers, transportation, maintenance, budget office, who evaluate organizational resource programs and make recommendations for improvement.

• Know the duties and responsibilities of the resource management system actors.

- Responsibility Center Manager (RCM). Reviews, consolidates, budgets, justifies, and manages his/her organizational resource requirements.

- Cost Center Manager (CCM). Develops resource requirements, and uses the resources to perform the mission.

- Resource Advisor (RA). Designated by the RCM to oversee the organization's resource program on a day-to-day basis.

- Resource Management Team (RMT). Reviews and provides guidance on how best to program, control, and consume resource requirements.

- Base comptroller. Advises the wing commander on all budgeting and resource management actions.

- Budget officer. Supervises development of the base budget.

• Know the duties and responsibilities of the base resource management committees.

- Financial Management Board (FMB). The senior financial committee on base, chaired by the wing commander. Makes final determinations on the allocation of resources.

- Financial Working Group (FWG). Reviews, validates, and prioritizes all organizational budget submissions. Submits prioritized list to the FMB for approval.

• Know the base budget process.

- The "Call" initiates the budgeting process. The "Call" has detailed instructions on budget development format and suspense dates.

- Develop branch requirements and submit a consolidated Base DA budget request to the base budget office.

- The base budget office consolidates your submission with all other organizational submissions and forwards them to the FWG.

- The FWG prioritizes requirements and submits them to the FMB.

- The FMB considers the FWG recommendations, and makes changes as necessary for the good of the entire installation.

- Once the FMB decision is made, the base operating budget is formulated and forwarded to the MAJCOM headquarters.

- The base budget competes at MAJCOM with other command base budget submissions for scarce dollars.

- Once the MAJCOM budget process is completed, an Operating Budget Authority Document (OBAD) is forwarded to the base indicating the amount of funds allocated to the base.

- The OBAD is reviewed by the base budget office and forwarded to the FWG for action.

- Normally not all items requested are funded, therefore, the FWG again reviews organizational submissions and makes a recommendation to the FMB on how to divide the obligated funds among base organizations.

- The FMB makes the final decision on funds allocation, and the accounting and finance office loads the funds against the RC accounts.

- The RCM then allocates the funds to CCs by quarterly targets.

- The RA monitors the allocation of funds on a daily basis, and is responsible for insuring that each CC stays within their targeted goal.

- The RCM has ultimate responsibility for the proper expenditure of funds.

• Know the functions of three key resource management reports.

- RC Manager Inquiry Report. Received on request. Shows the annual budgeted amount, quarterly budget targets, gross/net obligations to date, and the annual/quarterly balance.

- RC Manager Monthly Report. An automatic report. Same information as the Inquiry Report, plus it provides the annual program and funds status for each area of responsibility, e.g., TDY, supplies, contracts, and equipment.

- RC Manager Cost Center Report. Received on request. Shows the same information as the Inquiry Report except it's broken down by each CC.

• The base budget office conducts a course for new RCMs and you should attend this course as soon as possible after assuming your duties.

• The RA is the most critical additional duty in your organization, and you should appoint your most responsible individual to that duty.

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